

Leadership Doctrine

The June 1999 US Army Field Manual (FM) 22-100, Army Leadership, defines leadership as "...influencing people—by providing purpose, direction and motivation—while operating to accomplish the mission and improving the organization." The manual further defines influencing as "getting people to do what you want them to do. . . . Through your words and example, you . . . communicate purpose, direction and motivation." Purpose, of course, gives people a reason to do things. Direction communicates a specific way to accomplish the mission. Motivation "gives subordinates the will to do everything they can to accomplish a mission," often resulting in their taking initiative to get something done. Operating actions are then taken to accomplish the organization's immediate mission, while improving increases the organization's capability to accomplish current or future missions.

Doctrinal-based leadership provides a holistic base for the Army as we incorporate new ideas, technologies and organization designs. As the capstone leadership manual for America's Army, FM 22-100 establishes the Army's core leadership doctrine, those fundamental principles guiding leaders actions in

accomplishing any assigned mission while caring for their soldiers. As the single-source reference for all Army leaders, FM 22-100 provides leadership doctrine for meeting mission requirements under any conditions; establishes a unified leadership theory for all Army leaders—military and civilian, Active and Reserve, officer and enlisted—and provides a comprehensive and adaptable leadership resource for the 21st-century Army.

Further, FM 22-100 contains the principles Army leaders use when they apply doctrine, tactics and techniques. Deeply rooted in "BE, KNOW, DO"—character, competence and action—this leadership framework brings together many existing leadership concepts, ensuring America's Army is a trained and ready force prepared to fight and win the nation's wars—now and in the future.

